

CENTER VIEWS

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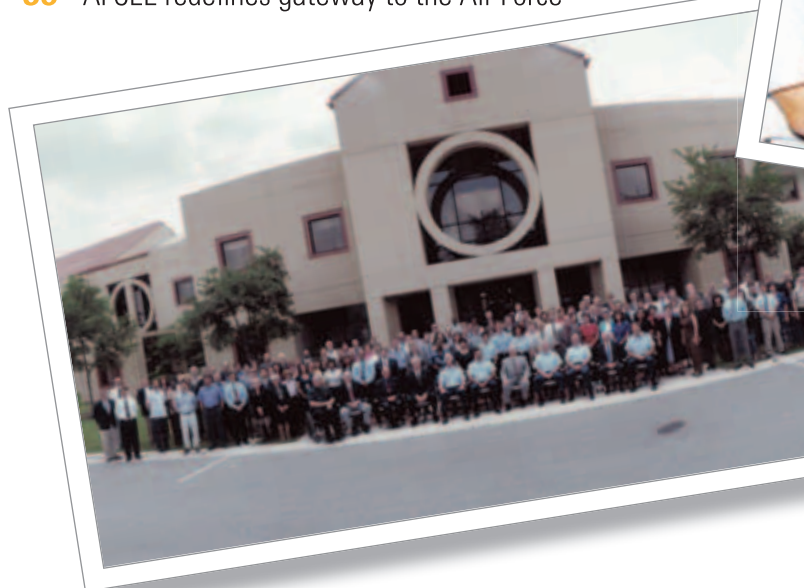
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Above: Some of AFCEE's original employees, who joined the organization in 1991 or 1992, share their memories and experiences through the years. See related story on page 24.



On the cover:

Both past and current employees have been important contributors to the AFCEE mission through the years. This edition is dedicated to the "faces of AFCEE" who have made the organization what it is today.



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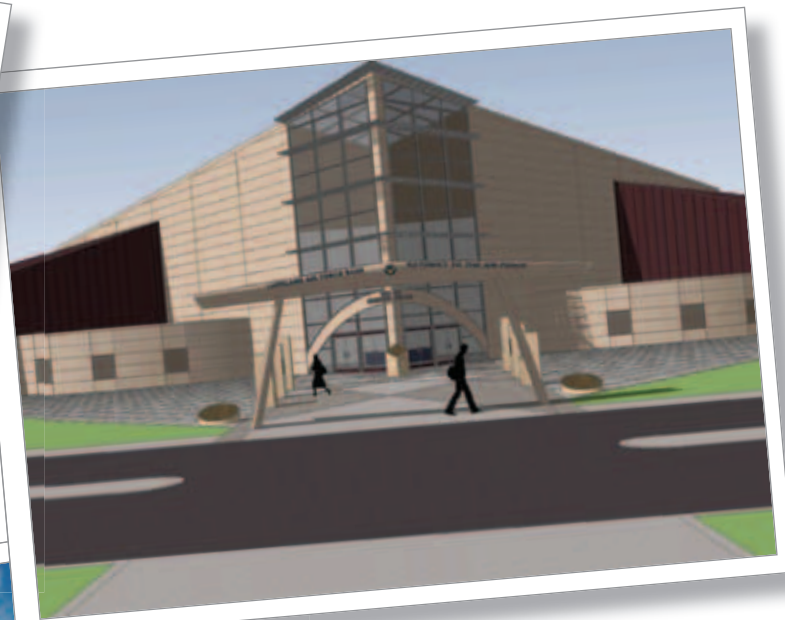
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Above: AFCEE engineers are preparing to build an inprocessing and information center for Air Force recruits and their families at Lackland AFB, Texas. See related story on page 35.



Center, Top to Bottom:

Photo 1: When PRO-ACT was established in 1992, it was the first environmental information clearinghouse in the Air Force. The ANSR program is now providing some of the same functionality. See related story on page 20.

Photo 2: Trailers are moved to Brooks AFB, Texas, to accommodate AFCEE employees during the early days of the agency. Original employees fondly refer to the collaboration of buildings as the AFCEE "trailer park." See related story on page 22.

Photo 3: Workers pave the north shoulder of Camp Bastion's Taxiway E with asphalt May 25. Air Force photo. See related story on page 34.



AFCEE marks two decades of progress

By Terry Edwards



We celebrate AFCEE's 20th anniversary in July. It doesn't seem possible that two decades have passed since the center was dedicated on July 23, 1991, as the Air Force Center for Environmental Excellence.

I was an active duty civil engineering captain when I joined the AFCEE team in December 1991 at Brooks Air Force Base, Texas. I had served in CE squadrons at Ellsworth AFB, S.D., Kelly AFB, Texas, and Eielson AFB, Alaska, before landing at AFCEE, and I was eager to find out what challenges this new organization would provide. My CE experience to that point had been in design and construction, so environmental program management was new territory for me.

"These are exciting times for AFCEE and we are fortunate Air Force leadership has confidence in our ability to execute important Air Force missions that will help sustain the force far into the future."

Suffice it to say I enjoyed the challenges the AFCEE mission had to offer, because I have belonged to the center ever since! We may have changed here and there along the way, changed our name to the Air Force Center for Engineering and the Environment in 2007, and moved from Brooks to Lackland AFB in 2010, but the people and the mission have always made AFCEE a great place to be. Just ask the more than 30 people still on the AFCEE team who were original employees when AFCEE launched its operations. They are a testament to the quality workplace AFCEE has always been.

We've been fortunate to see our operations grow and evolve over the years to meet changing Air Force needs. Today, our mission focus areas include:

- Environmental stewardship
- Sustainable design and construction
- Privatized housing and portfolio management
- Strategic sourcing and flexible contract tools
- Enhanced asset management
- Energy security

If history is any indicator, AFCEE will continue to evolve over the years ahead to support myriad Air Force civil engineer programs. These are exciting times for AFCEE and we are fortunate Air Force leadership has confidence in our ability to execute important missions that will help sustain the force far into the future. We would not have been able to earn that trust had it not been for the people who built and developed AFCEE's capabilities to this point. We owe a debt of gratitude to these professionals who cultivated AFCEE's reputation as a capable, competent and agile government agency.

As we focus on attaining and maintaining excellent installations in support of the warfighters, we will continue to honor our proud heritage that began in 1991. It's our legacy and has made AFCEE the outstanding organization it is today. This issue contains several articles devoted to the people who launched AFCEE and our operations in the early years. Take a look at our history and progress ... it's been quite a trip so far! □

20 YEARS IN THE MAKING...

AFCEE HAS SEEN MANY HIGHLIGHTS DURING ITS 20 YEARS AS A FIELD OPERATING AGENCY. HERE ARE A FEW KEY MOMENTS IN AFCEE'S HISTORY.

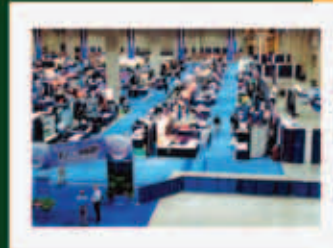
July 23, 1991



AFCEE is inaugurated at a ceremony in Brooks AFB's historic Hangar 9.

November 1991

AFCEE is activated as a field operating agency. J.B. Cole becomes the first director.



The first Air Force Pollution Prevention Workshop is held with an attendance of 150. It grows to over 4,000 attendees over 12 years, making it the largest environmental conference in the DOD.



The first in-house social event is held: a St. Patrick's Day potluck luncheon, spearheaded by Nancy Carper.

The first edition of CenterViews magazine is distributed.



September 1992

March 1992

1992

October 1992

PRO-ACT is born, the Air Force's first full-service environmental clearinghouse and research service.



November 1993

Air Force noise abatement programs are transferred to AFCEE.



December 1993



Groundbreaking ceremony held for new AFCEE building.

July 1994

Did you know?

AFCEE's first employees were spread over several trailers, lovingly referred to as the AFCEE "trailer park."

Col. Thomas Gorges becomes the second AFCEE director.

May 1995

Anthony Zugay and Col. Michael McPherson act as AFCEE interim directors until March 1996.

AFCEE publishes the first Air Force Enlisted Dormitory Guide.

By the end of fiscal 1995, AFCEE had supported 46 natural attenuation sites at 28 bases.

1995

AFCEE receives several design awards and the Clean Texas Star Award.

1995

September 1995

August 1995



March 1996

Gary Erickson becomes AFCEE's third director. He holds the position until he retires in July 2003.



The \$9 million AFCEE building is completed and the ribbon-cutting is held. AFCEE has about 360 civilian and 50 military members.

AFCEE assumes major command and environmental restoration duties at the Massachusetts Military Reservation and the former Carswell AFB, Texas.



AFCEE and its partners in the Texas Pollution Prevention partnership receive the White House Closing the Circle Award.



1996

1998

1998

The Air Force Civil Engineer designates AFCEE the Housing Privatization Center of Excellence.



The first AFCEE employees land in Iraq to assist with rebuilding efforts.

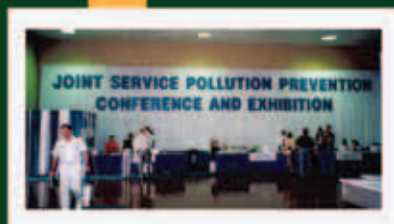


Paul Parker becomes the fourth AFCEE director.

February 2004

December 2003

July 2003



Former Air Force Civil Engineer Maj. Gen. L. Dean Fox announces AFCEE's most extensive reorganization since 1991, doing away with the "product" directorates.

2004

The pollution prevention workshop, then known as the Joint Services Environmental Management Conference, is combined with the annual Environmental and Energy Conference.



AFCEE is designated by Air Staff as the Housing Program Center of Excellence.

1999

AFCEE manages the Air Force Compliance Assessment and Management Program, eCAMP.

1999

AFCEE partners with Homestead Air Reserve Base, Fla., and Air Force Reserve Command to include sustainable features into the base fire station, earning the highest LEED rating at that time.

2000

Luke AFB, Ariz., is the first Air Force base removed from the National Priorities List, thanks to help from the AFCEE Western Regional Environmental Office.



April 2003

2002



AFCEE helps the Federal Emergency Management Agency with materials recovery following the breakup of the space shuttle Columbia during the Feb. 1 re-entry.

2001

Representatives from the Chinese People's Liberation Army visit AFCEE, the first of numerous international visitors.

Summer 2004

The Air Force Environmental Information Management System is replaced with the Enterprise Environmental Safety and Occupational Health Management Information System.



The first joint Air Force-Army housing privatization project closes at McGuire AFB and Fort Dix, N.J.



Summer 2005

AFCEE erects the first Air Force wind farm at F.E. Warren AFB, Wyo.

Winter 2005

AFCEE plays a crucial role in recovery from Hurricane Katrina at Keesler AFB, Miss.

Peterson AFB, Colo., gets the first green roof on an Air Force base in the U.S.



September 2006

Spring 2007

AFCEE changes its name to the Air Force Center for Engineering and the Environment.



Summer 2007

AFCEE partners with the Army Corps of Engineers to install canal pumps in New Orleans.



November 2007

Dennis Firman becomes the fifth AFCEE director.

Fall 2007

July 2007

2008

AFCEE gains 129 people when the Air Force shifts work from major commands to AFCEE.

October 2008

A tri-service workshop is held in Dallas to develop the framework for the DOD sustainability program.

Summer 2009

Work begins on the Afghanistan Ministry of Defense building in Kabul.

Winter 2009

AFCEE employees begin moving to Bldg. 171 at Port San Antonio.



LEED Silver is the new standard in military construction for fiscal 2009 and beyond.



Tyndall Fitness Center rated LEED platinum, the first in the Air Force to receive the designation.



October 2010

Terry Edwards becomes the sixth AFCEE director.



November 2010

Environmental Planning Center of Excellence is established.

December 2010

Acquisition and Contracting Division activated as the 772nd Enterprise Sourcing Squadron.

April 2011



"It (AFCEE) has tremendous talent and great flexibility in being able to respond to different mission requirements. The fact that it has lasted 20 years shows that the foundation that was set up was the right one. The attitudes were the right ones. And those have been carried forward in such a way that the organization still exists, it's still growing and is taking on new Air Force missions."

J.B. Cole, AFCEE's first director

J.B. COLE

First director looks back on AFCEE's early days

By Jennifer Schneider
Public Affairs

Design and construction and environmental management, two seemingly distinct business lines, melded together when the Air Force Center for Environmental Excellence (now Air Force Center for Engineering and the Environment) took root in July 1991. This diversity of the organization's mission and its people have always been the cornerstone of its success, said AFCEE's first director J.B. Cole.

"AFCEE is a very, very unique organization," Mr. Cole said. "It (AFCEE) is the only organization that I know of in the services where you have architects, engineers, environmental experts in all fields. All of the fields are covered in AFCEE. That doesn't exist anywhere in any other service."

When AFCEE was still a twinkle in the eye of Washington officials, Mr. Cole was working at the Pentagon, serving as deputy director of engineering and services for construction in the office of the Air Force Civil Engineer. He said he initially came up with the idea to create a centralized design and construction agency in Dallas, where the Air Force Regional Civil Engineer office was located, and did not have plans to include environmental capabilities as part of the new

organization. Brig. Gen. James McCarthy, deputy Air Force Civil Engineer at the time, had other thoughts.

"He (General McCarthy) said, 'You have the right idea, but the wrong location,'" Mr. Cole said. "The agency should be at Brooks AFB (Texas)."

The general also introduced his desire to include environmental management as part of the center's mission.

To centralize these two capabilities, Mr. Cole and other officials planned to build the new organization by piecing together several existing resources throughout the Air Force. The new agency started with the design and construction capabilities of the three AFRCEs located in Atlanta, Dallas and San Francisco, which currently serve as AFCEE's regional environmental offices. The AFRCE at Norton AFB, Calif., known as AFRCE-Ballistic Missile Support was pulled into the mix, providing talent in the areas of National Environmental Policy Act compliance and environmental impact analysis associated with installations falling under the Base Realignment and Closure Act. In addition to these four AFRCEs, bioenvironmental engineering capabilities were brought on board with the inclusion of the Brooks AFB Human Systems Division, Human Systems Center.

As the organization stood up, Mr. Cole said he was told by Gen. Joseph Ahearn, Air Force Civil Engineer at the time, that he had been selected to serve as the first director of the fledgling organization, an announcement

that took Mr. Cole by surprise. From Washington, Mr. Cole worked on putting a staff together and getting the organization off the ground. The work continued to be intense after he made his way to Texas, with long hours being the norm during those formative years.

"It was a tremendous amount of work," he said. "Twelve and 14-hour days were common during the first year. The drive in people to succeed, when you're setting up something new, is so different from when you walk into an organization that is already running. People that were there for the startup deserve a lot of credit for their hard work."

Mr. Cole said he relied heavily on the front office staff during the two-and-a-half years he was director.

"Marge (Salvatierra) was my secretary," he said. "More than once, I would be sitting there at seven

o'clock in the evening and I would hear her out in the front office and ask her if she was still there. She'd say, 'Yes,' and I'd say, 'Well, go home.' She'd say 'No, you might need something.'"

That level of dedication was common throughout the organization, he said.

"Selection of the front office staff was critical," he said. "I was very fortunate to have good people."

Mr. Cole said other key players in the front office during that time, including Ms. Salvatierra, were 1st Lt. Becky Bartine who was AFCEE's first executive officer, Bob Moriarty and Terry Edwards, who was an Air Force captain at the time.

Contracting support also played a major role, Mr. Cole said. Contracting support was provided by the Human Systems Center, which created the Environmental Contracting Division specifically to provide service to AFCEE.

All of the hard work and long hours soon began to pay off as the organization began to gain credibility with major commands and senior Air Force leadership. Mr. Cole said the small field operating agency even received a visit from Gen. Merrill McPeak on Oct. 22, 1992.

General McPeak was the Air Force Chief of Staff at the time, the most senior uniformed officer in the Air Force.

"I had put together a briefing for him," Mr. Cole said. "It was supposed to last one hour. My time was up and I was only about halfway through, so I told him I had run out of time. He said, 'I like this. This is good stuff. Keep going.' So I went on for another hour."

When the general returned to Washington, he let it be known that the AFCEE staff was "doing a great job" and deserved the support of the Air Force, Mr. Cole

said. "After that, I got several calls from the three-stars (generals) asking if we needed anything," he said.

AFCEE has continued to gain respect for its services over the years, Mr. Cole said.

"What AFCEE has done in Iraq and Afghanistan is really outstanding and I think Paul Parker (AFCEE's



J.B. Cole, first director of the Air Force Center for Environmental Excellence, sits surrounded by some of the early staff members. From left, they are Capt. Rebecca Robinson, executive officer; Pat Kramer, mission support director; Col. Joe Saenz, environmental services director; Col. Robert Morris, construction management director; Don Ward, contract support director; Lt. Col. Jim Van Ness, legal director; and Mike Hawkins, public affairs director.

fourth director) deserves a lot of credit for his leadership at that time," he said. "I think if we had not had the types of people we had, and the types of disciplines that were there, we wouldn't have been able to have taken on that mission which has been really successful in supporting the troops in those locations. I think that was a major milestone in the evolution of AFCEE."

Mr. Cole said he was particularly pleased when Terry Edwards was chosen as AFCEE's sixth director last year.

"They (AFCEE) have a director that has grown up with AFCEE, knows the AFCEE mission and fully understands how critical the organization is to the success of the Air Force," he said. "Our (AFCEE's) mission is to support the major commands and the Air Force. We don't have a mission of our own. Our mission was, and is, in support of theirs. AFCEE has been lucky in selecting directors that have maintained that same philosophy that AFCEE is there only to serve."

AFCEE's support mission, which continues to expand, is a marker of success and an acknowledgement of the agency's reputation for excellence, Mr. Cole said.

"Our (AFCEE's) mission is to support the major commands and the Air Force. We don't have a mission of our own. Our mission was, and is, in support of theirs. AFCEE has been lucky in selecting directors that have maintained that same philosophy that AFCEE is there only to serve."

"I think a lot of people in the Air Force have discovered that AFCEE is a critical function," he said. "It has tremendous talent and great flexibility in being able to respond to different mission requirements. The fact that it has lasted 20 years shows that the foundation that was set up was the right one. The attitudes were the right ones. And those have been carried forward in such a way that the organization still exists, it's still growing and is taking on new Air Force missions."

Mr. Cole retired from AFCEE and federal service in 1993 and moved to Huntsville, Texas, where he still resides. True to his entrepreneurial spirit, in retirement he took on a start-up project with the state of Texas to increase the size of the Texas prison system. He said they doubled it in just over two years, and were "written up in about every design and construction magazine that existed at that time." After completing the prison system work, he began a consulting business which he continues today.



AFCEE's first director J.B. Cole escorts Gen. Merrill McPeak, former Air Force chief of staff, in 1992.

He said he also keeps himself busy as an avid golfer playing 18-holes of golf four days per week. Additionally, he plays in a bowling league and is a substitute Sunday school teacher. He said he keeps in touch with AFCEE friends he has made over the years.

"I lost the love of my life, my wife of 54 years ... it will be two years in October," he said. "Life has been different since I lost Nedra, but life is still good." □

REGIONAL CIVIL ENGINEER OFFICES PRECEDE AFCEE



(L to R) Clare Mendelsohn, chief of Western Regional Environmental Office in San Francisco, Calif.; Thomas Manning, chief of Central Regional Environmental Office in Dallas, Texas; Thomas Sims, chief of Eastern Regional Environmental Office in Atlanta.

By Jennifer Schneider
AFCEE Public Affairs

The Air Force Center for Engineering and the Environment celebrates its 20-year anniversary July 23, but its roots go much deeper into Air Force history than that, tracing back to the origins of the Air Force itself.

When the Air Force became a separate military branch in 1947, it was dependent on the Army and Navy for facility design and military construction support. The Air Force established liaison offices, known as Air Force Installation Representatives, which were collocated

with the Army Corps of Engineers division offices. By 1951, there were 10 AFIRs located in Boston; New York; Atlanta; Cincinnati; Omaha, Neb.; Dallas; Portland, Ore.; San Francisco; Anchorage, Alaska; and one overseas in Casablanca, Morocco.

The AFIRs became known as the Air Force Regional Civil Engineer offices in 1959. The offices served as the interface between the construction agents and the Air Force units and agencies that established facility requirements, criteria and standards.

Consolidations in the late 1960s led to a merging of existing U.S. AFRCEs into three large offices located in Atlanta, Dallas and San Francisco. Soon after, in

the early 1970s, the three AFRCEs took on a new role, assisting the Air Force in complying with state and federal environmental laws and regulations.

The mission of the AFRCEs was expanded by Maj. Gen. William Gilbert, Air Force deputy director of Engineering and Services, in his policy letter dated April 12, 1977. The “12 April Letter,” as it became known, established the Air Force Interagency/Intergovernmental Coordination of Land, Facility and Environmental Plans, Programs and Projects and established a major new role for the AFRCEs. A new Environmental Planning Division was created in each of the three AFRCEs and assigned broad responsibilities for establishing ongoing communication with the regional offices of federal agencies, for example the Environmental Protection Agency, and the states. In accordance with the “12 April Letter,” the AFRCEs became the Air Force’s focal points for dealing with outside agencies at the regional and state levels. IICEP was the vision of Gary Vest, then senior community planner at Air Staff.

The new divisions were staffed and became fully operational in late 1977. An early goal for the offices was to support the Air Force Air Installation Compatible Use Zone Program by helping installations work with federal, state and local planners to implement AICUZ recommendations for compatible land use around military airfields. The AFRCEs also undertook a major initiative to develop formal Memoranda of Understanding with the states to promote a two-way exchange of information on construction projects and other major activities.

The Environmental Planning divisions were given a new tasking in 1978 when President Carter signed Executive Order 12088 which required federal agencies to comply with the same environmental requirements as anyone else. For the AFRCEs, this meant that military construction and other construction programs were required to obtain all applicable federal, state and local environmental construction permits. The Environmental Planning divisions responded by creating the MILCON Environmental Permitting Handbook, a tool for integrating the permitting process with the standard military construction design schedule.

The continuing growth in environmental regulations, especially by the states, required the AFRCEs to expand the existing IICEP mission to include greater engagement with the EPA regions and state environmental regulators.

This was especially true when the Air Force fielded its Installation Restoration Program in the mid-1980s. The existing relationships created by the Environmental Planning divisions were quickly adapted to support the IRP, bringing the expertise of EPA and state regulators into the IRP process. The community planning strength of the AFRCEs continued to be a major asset even with the rapidly expanding environmental quality workload. During the early 1980s, the AFRCEs took on the responsibility for implementing a new Air Force base planning initiative, the Planning Assistance Team Program. This was an Air Force adaptation of a civilian program sponsored by the American Institute of Architects, which assembled a team of planning and design professionals to conduct an intensive study of a significant local planning issue. The PAT Program used a five- to eight-person team of Air Force planners, architects and engineers, recruited by the AFRCE, to do a five-day study of an Air Force installation. An AFRCE representative participated on each team as either a team chair or team member. During the 1980s, the AFRCEs conducted over 75 PAT studies, both at stateside and overseas installations.

A major reorganization of Air Force Civil Engineering was set in motion in the late 1980s that ultimately resulted in the reassignment of most AFRCE design management responsibilities to the major commands. As the drawdown of the AFRCEs began, Maj. Gen. Joseph Ahearn, the Air Force Civil Engineer, announced his decision to keep the Environmental Planning divisions in place. On Sept. 1, 1990, General Ahearn re-designated the Environmental Planning divisions as the Air Force Regional Environmental Offices and established them as field offices of the Air Force Environmental Division. The REOs remained under Air Staff until July 1991 when they were re-assigned to the newly created Air Force Center for Environmental Excellence.

To this day, AFCEE’s REOs continue to serve as advocates for the Air Force before local, state, regional and federal authorities and regulators.

Thanks to Thomas Sims, director of the AFCEE Regional Environmental Office in Atlanta, and Thomas Manning, director of the AFCEE Regional Environmental Office in Dallas, for providing historical background information for this article. □



"Currently the AFRCE-BMS's main mission is to execute all the environmental actions associated with base closures and NEPA requirements. The CMO mission is to accomplish the design efforts of all MCP associated with small MAJCOMs. The HSD/YAQ mission is to execute a portion of the Installation Restoration Program tasks assigned to the HSD. The purpose of this PAD is to consolidate AFRCE-BMS, and CMO and the mission of HSD/YAQ into the new Air Force Center for Environmental Excellence."

—Program Action Directive 91-01 (June 13, 1991)

BALLISTIC

MISSILE SUPPORT

AFCEE taps into capabilities of AFRCE-BMS

By Jennifer Schneider
Public Affairs

Many of the tools and techniques Air Force civil engineers and environmental planners use today tap largely from the experience and capabilities gained over two decades at a special Air Force Regional Civil Engineer office: the AFRCE-Missile Experimental (MX) at the former Norton AFB, Calif.

The office, later to be known as AFRCE-Ballistic Missile Support, played an instrumental role in AFCEE's origination, with many of its capabilities and personnel being rolled into the fledgling organization. Of the original people who joined AFCEE from AFRCE-BMS, five are still working for the agency: Charles Brown, John (Dale) Clark, Langdon (Don) Kellogg, Richard Perry and Kent Rohlof.

(L to R): AFCEE employees Charles Brown, John (Dale) Clark, Richard Perry, Kent Rohlof and Langdon (Don) Kellogg were part of the Air Force Regional Civil Engineer/Ballistic Missile Office at Norton AFB, Calif.

A large part of many of these individuals' work at AFRCE-BMS centered on analyzing the potential environmental impacts of basing alternatives for the MX missile, also known as the Peacekeeper Missile. As its name suggests, the Peacekeeper was primarily a deterrent. Each missile had the ability to deliver a multiple independently targetable reentry vehicle which released up to 10 independently targetable warheads.

In keeping with National Environmental Policy Act requirements, environmental impact assessments and



environmental impact statements were performed for analyzing alternative basing and production options for the missile.

Each proposed alternative presented unique challenges and the AFRCE-BMS was tasked with evaluating and documenting the potential environmental effects of these options.

“MX was all new territory,” said Mr. Rohlof, currently an AFCEE project manager. “It was very difficult to base. Geotechnical assessments and environmental impact assessments didn’t exist for it. Charlie Hudson came up with programmatic environmental impact statements, which is how the big projects are done now.”

Mr. Rohlof said the environmental analysis involved in fielding the missile system led AFRCE to develop a unique capability and established it as the “premier ‘go-to’ office for preparing programmatic EISs.”

One EIS focused on a test project to construct an underground, reinforced, concrete tunnel at Luke AFB Range (now the Barry Goldwater Range in Arizona). “The idea was that the missile would move through the tunnel, the soil would break open, and the missile would launch,” Mr. Kellogg said.

The EIS looked at a broad array of potential environmental effects, including the impact on energy and nonrenewable resources, water resources, air quality, archaeological and historical sites, land use and land rights, public health and safety, and terrestrial and aquatic ecosystems.

Mr. Rohlof and Mr. Kellogg, both Air Force captains at the time, were involved in this particular EIS, with Mr. Kellogg taking over the project in July 1977 when Mr. Rohlof left for a new assignment. During these years, they both worked for the Space and Missile System Organization Deputy for ICBMs System Program Office which predated the AFRCE-MX and later AFRCE-BMS.

The final Buried Trench EIS was completed in late 1977, at which time Mr. Kellogg became involved in the development of the Milestone II EIS for full-scale engineering development and production of the missile.

Mr. Kellogg said the EIS was not a true programmatic document, but rather a “hybrid.” He said that while the EIS was not very controversial, the EISs developed for

the actual basing and associated construction was cause for heightened public concern, as evidenced by public hearings in Utah and Nevada.

Additional EISs were also developed in the following years to address site specific activities, changes to the project description driven by changing weapons system specifications, location and type of tests. Multiple basing alternatives were considered and included underground tunnels, above-ground silos, an air mobile concept, a rail garrison system using fortified trains and others.

While these additional EISs were developed outside of the timeframe that Mr. Rohlof and Mr. Kellogg worked at the AFRCE, current AFCEE employees Mr. Clark and Mr. Brown were involved in some of these EISs during the late 1980s to early 1990s. During those years, the Air Force began to use the AFRCE’s environmental expertise in support of a variety of programs beyond the missile systems work, including Base Realignment and Closure and major testing, training, and research and development efforts.

Mr. Clark was an Air Force captain assigned to the AFRCE as an environmental project officer from 1989 to 1992. He helped monitor and provide oversight on the rail garrison system, served as a project manager on various NEPA projects at western ranges and bases, was heavily involved in the NEPA process for the first round of BRAC installations, and initiated work on the second round before transferring responsibilities to the newly formed AFCEE office in San Antonio.

Mr. Clark has gone full-circle at AFCEE, and is currently leading AFCEE’s new Environmental Planning Center of Excellence, which was established in November 2010 to support headquarters, major commands and installations with project execution, technical support and consultation for major Environmental Impact Analysis Process requirements.

Charles Brown, who currently works with Mr. Clark at the EPCE, was at the AFRCE-BMS between 1988 and 1992, and provided assistance with mitigations for the rail project, in addition to NEPA-related BRAC work.

“Most of the early EIS work was already done for rail garrison and others,” Mr. Brown said. “I mainly managed and monitored mitigations at Vandenberg

(AFB) for the rail garrison. The mitigations were actions taken to lessen the potential impact the proposal had on the environment. For example, for rail garrison, we planted grass on the sand dunes so the sand wouldn't blow away as a result of the rail cuts (to put in the railway system)."

Multimedia specialist Mr. Perry joined the AFRCE-BMS in 1982, leaving a position as an engineering draftsman with a private company to assist in developing presentations and managing other multimedia requirements for the organization. Using the "old school" technology available at the time, Mr. Perry said he would go through a multi-step process to create color presentations, which were well received by his superiors.

"A lot of the stuff I created was used around the nation to brief governors, senators, the liaisons between those offices and eventually up to the presidential level, to President (Ronald) Reagan," Mr. Perry said.

When Norton AFB was selected to be closed as part

of the BRAC process in 1988, Mr. Rohlof, a lieutenant colonel by that time, returned to the AFRCE in 1990, serving as the last "de facto" commander and helping to roll the assets of the AFRCE-BMS into the new organization to be known as AFCEE.

Mr. Brown said he was the last person to physically leave the AFRCE-BMS.

"I guess you could say I was the last officer in charge, but it's hard to command when you are the only person there," Mr. Brown said. "I finished closing AFRCE-BMS and was responsible for inventorying the items that were headed to San Antonio."

Twenty years and over 1,300 miles later, the gentlemen enjoy the fact that they share a common bond. As Mr. Perry said, "Who'd have known that eventually we'd all end up here? □

Environmental Planning Center of Excellence stands up at AFCEE

By Jennifer Schneider
Public Affairs

During formation of the Air Force Center for Environmental Excellence (now the Air Force Center for Engineering and the Environment), people joining the organization from the Air Force Regional Civil Engineer Ballistic Missile Support office at Norton Air Force Base, Calif., were valued for their expertise. This was particularly true in the areas of National Environmental Policy Act compliance and analysis of environmental impact analysis process requirements.

Today, the Air Force is getting "back to basics" in regard to NEPA compliance, with headquarters,

installations and major commands now having a designated center at AFCEE to turn to for guidance and assistance. In November 2010, the Environmental Planning Center of Excellence, part of AFCEE's Technical Division, was established to provide support with project execution, technical questions and consultation for major EIAP efforts. The TDX staff, comprised of NEPA professionals, has the expertise and staffing capable of providing technical reach-back and oversight for the execution of NEPA task orders, said Dale Clark, TDX chief. Mr. Clark and Charles Brown, also with TDX, were members of the original NEPA staff at the AFRCE-BMS. The standup of the environmental

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Environmental Planning Center of Excellence stands up at AFCEE

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planning center directly supports an initiative by the assistant secretary of the Air Force for Installations, Environment and Logistics to improve the time and cost efficiency of Air Force NEPA processes. NEPA directs federal agencies to formally assess and make public the potential environmental impacts

of proposed major federal actions and alternatives. For more information, or to request NEPA support, contact Mr. Clark at john.clark.7@us.af.mil or 210-395-8379 (DSN 969-8379).

HSD/YAQ the cornerstone of AFCEE's cleanup program



(L to R): Brig. Gen. James McCarthy, Air Force Civil Engineer in 1991, and Maj. Gen. (Dr.) Fredric F. Doppelt, commander of the Human Systems Division at Brooks AFB in 1991. (U.S. Air Force photos)

By Jennifer Schneider
Public Affairs

An important component of the Air Force Center for Environmental Excellence (now the Air Force Center for Engineering and the Environment) didn't have to travel far to become part of the new organization in 1991. The Human Systems Division/Installation Restoration Program (HSD/YAQ) was located at Brooks AFB, Texas, and had already become a key player in environmental remediation efforts across the Air Force.

"HSD/YAQ gave all: all the positions, all the people, all the years of doing study elements of the CERCLA

cleanup mandate," said Kent Rohlof, AFCEE project manager. "One day they went home as HSD/YAQ and, the next morning, came back to the same desks, in the same trailer, doing the same work, now as AFCEE. At the moment of 'stand up,' there were more prior HSD/YAQ people in the building than the rest of AFCEE put together. The AFCEE 'phoenix' rose from the combined ashes of all the AFRCEs, including AFRCE/BMS, as well as those of HSD/YAQ."

Retired Maj. Gen. (Dr.) Fredric F. Doppelt was the commander of the HSD in 1991 when plans for the establishment of AFCEE were in the works, said retired Col. Warren Hull, who was serving as the director of Air Base Support at the time and is now a professor at Louisiana State University.

"General Doppelt got together with Brig. Gen. James McCarthy and started working on a charter to put AFCEE at Brooks AFB and take the assets--the assets being the people I directed--and fold them into the original AFCEE," said Mr. Hull. "I worked with General McCarthy on all the particulars of the charter. We took that to the Surgeon General and he approved it. General Doppelt was willing to give up the resources to ensure that Brooks AFB stayed right where it was and San Antonio stayed the center of the Air Force's environmental programs."

Mr. Hull said HSD already had 10 signed contracts at that time, valued at just over \$500 million, for environmental investigation and remediation. They also had professionals on board including geologists, chemists and bioenvironmental engineers.

"The bioenvironmental engineers were dual trained, with training in environmental and occupational health," said retired Col. Patrick Fink, who served as chief of the Environmental Quality directorate at AFCEE starting in 1993.

The bioenvironmental engineers at AFCEE have been instrumental in many of AFCEE's accomplishments and awards over the years, said Mr. Fink.

"The relationship between the two sides (engineering and medical), working together have been incredibly successful," he said. "I haven't come across an organization better suited or proven worth more than AFCEE has in the last 20 years and the BEEs (bioenvironmental engineers) have been instrumental."



Lt. Col. Winston J. Shaffer, II, was the last bioenvironmental engineer at the Air Force Center for Engineering and the Environment. Colonel Shaffer retired in May 2011. (U.S. Air Force photo by Jennifer Schneider)

Over the years, the number of bioenvironmental engineers at AFCEE has dwindled, with AFCEE losing its last bioenvironmental engineer, Lt. Col. Winston J. Shaffer, II, in May of this year when he retired from active duty.

"Around 2006 to 2007, they started providing environmental training to their own engineers, so the Surgeon General started pulling these authorizations back," Mr. Fink said. □



772nd Enterprise Sourcing Squadron activated in 2010

By Jennifer Schneider
Public Affairs

The Air Force Center for Engineering and the Environment's Acquisition and Contracting Division was reborn as the 772nd Enterprise Sourcing Squadron on Dec. 9, 2010. No longer part of the AFCEE chain of command, the new squadron was realigned under Air Force Materiel Command's new Enterprise Sourcing Group. The ESG includes a Small Business Office, a Business Support Squadron and three

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Col. Mario J. Troncoso, director of the Enterprise Sourcing Group, presents the unit guidon to Col. Geoffrey S. Ellazar, Jr., the first commander of the 772nd Enterprise Sourcing Squadron. (U.S. Air Force photo by Janet Bohley)

WHEN PRO-ACT WAS THE ANSR

By Jennifer Schneider
Public Affairs

PRO-ACT, an environmental information clearing-house developed by the Air Force Center for Engineering and the Environment in 1992, has been hailed by many as one of the agency's greatest environmental success stories.

In March 2011, AFCEE launched a new web-based information system known as Accessible kNowledge for Sustainable Resources, and the tool is providing some of the same functionality and support that bases depended on with PRO-ACT, said Karen Winnie, Chief of the Conservation and Environmental Reporting Section of the AFCEE Technical Division.

"Much like its predecessor PRO-ACT, web-based tool ANSR allows users to search available guidance as well as request answers to unique environmental questions," Ms. Winnie said.

PRO-ACT, discontinued in 2006, was the brainchild of AFCEE project manager Kent Rohlof, chief of the former AFCEE Pollution Prevention Division and a lieutenant colonel at the time, and his deputy, Tom Russell.

Mr. Rohlof said pollution prevention was new territory then.

"Pollution prevention was really new at that time," Mr. Rohlof said. "It was more evangelistic and we didn't really have something concrete to do to support the bases. Since no one had a handle on how big it was or what it ought to be, we figured we could support the bases by taking calls and investing a certain amount of man-hours of research to try to solve their problems."

Choosing a name was a bit of a challenge.

"We struggled with a name," Mr. Rohlof said. "But PRO-ACT was a shortened version of Proactive Action—to be proactive in finding ways to be nicer to the environment. It was that plain and simple."

772nd Enterprise Sourcing Squadron activated in 2010

Continued from page 19

Enterprise Sourcing Squadrons. The new units are headquartered at Wright-Patterson AFB, Ohio, with satellite offices in San Antonio, Texas; Gunter AFS, Ala.; Tyndall AFB, Fla.; and Offutt AFB, Neb. The San Antonio office continues to be co-located with AFCEE in Bldg. 171 at Lackland AFB.

The move was part of a broader Defense Department effort to increase efficiency and decrease overhead spending.

"The activation of the ESG on the 28th of October marked the beginning of a new and improved way of executing contracts," said Col. Mario J. Troncoso, director of the ESG. "It will create efficiencies across the Air Force enterprise."

In addition to awarding contracts for AFCEE, the group is responsible for executing enterprise-wide, installation strategic contracts for Air Force bases in the continental United States, and is also supporting Air Force medical contracting, the Air Force Civil Engineering Support Agency and the Defense Technical Information Center.

"Establishing a new formal identity doesn't mean we are not members of the same team. They (AFCEE) are part of our heritage," said Col. Geoffrey S. Ellazar, Jr., the first commander of the 772nd ESS. "We can be part of many teams without losing our identity." □



PRO-ACT services were provided free of charge to all Air Force personnel. Services provided included an 800 number for prompt access to technical and regulatory information and databases, up to 40 hours of free research on environmental issues, regulatory alerts and updates, and bibliographic and literature searches.

The program was soon recognized throughout the Air Force as the place to go for accurate answers to environmental questions. In less than a year from its startup, the program had grown beyond what the division was staffed to handle, and a contracting support staff was brought on board, Mr. Rohlof said. AFCEE's new ANSR program, which is part of a broader document management and communications electronic dashboard known as eDASH, was born from a Civil Engineering Transformation Initiative to establish a single, cohesive source of information for the Air Force community, Ms. Winnie said. eDASH houses environmental management system policies, procedures and other information in a format that is customizable for the installations under each major command.

"ANSR provides an information sharing platform that is wide open to an enormous amount of possibility in terms of its use and employment," said Lisa Schmidt, program manager in Environmental Restoration.

Like PRO-ACT, ANSR allows site visitors to search the online information repository, which includes current procedures, guidance, playbooks, fact sheets and key resource links. Each AFCEE environmental and sustainability program area has its own page within the site. Visitors with unique environmental or

sustainability questions have the option of completing an information request on the site. The submitted request is analyzed by the ANSR "gatekeeper," who provides the answer to the question, if available, or forwards the request on to the appropriate subject matter expert, subject matter specialist, or program manager. The response is then provided to the visitor and also incorporated into the ANSR knowledge base for future reference.

"ANSR provides an information sharing platform that is wide open to an enormous amount of possibility in terms of its use and employment."

Lisa Schmidt
Environmental Restoration
program manager

ANSR is managed by Erica Becvar, the new environmental management system program manager at AFCEE. ANSR, along with eDASH, are major tools in the implementation and management of Air Force EMS programs. The SharePoint-based ANSR site is accessible on the Air Force Civil Engineering portal (<https://cs.eis.af.mil/a7cportal>) through a ".mil" account using a common access card. □

A NEW PLACE TO CALL HOME



AFCEE has called many places home over the years, from the “trailers” and other buildings across Brooks AFB, Texas, to a custom-built home in Bldg. 532 at Brooks AFB. In 2010, as a result of the Base Realignment and Closure decision, AFCEE completed a move to Bldg. 171 at Port San Antonio, Texas (above).



By Jennifer Schneider
Public Affairs

Employees at the Air Force Center for Engineering and the Environment have called many places home over the last 20 years.

When the organization was first established in 1991, home consisted of a trailer park of sorts; a set of modular buildings situated across Brooks AFB, Texas.

“They were not bad,” said J.B. Cole, AFCEE’s first director. “It’s just that organizationally, it’s unhandy to have people scattered around in different locations.”

Mr. Cole visualized a centralized home for the agency and said former Texas Sen. Phil Gramm was instrumental

in obtaining the necessary funding to construct the building, later known as Bldg. 532.

AFCEE employees were given a voice in the design of the new building, with surveys and interviews being conducted to gain input on the staff’s needs.

Ground was broken for the facility July 13, 1994, when Maj. Gen. George K. Anderson, former Human Systems Center commander, and Col. Thomas W. Gorges, former AFCEE commander, did the symbolic turning of the soil. Other Brooks officials and contractor representatives were also in attendance.

Initial plans had estimated a 56,000 square-foot facility for 275 employees. They would increase several times as the organization continued to expand, with the final

plans coming to just under 73,000 square feet and able to accommodate 365 employees.

The ribbon-cutting for the new \$9 million building was held Aug. 16, 1995, with Maj. Gen. Eugene Lupia, the Air Force Civil Engineer at the time, presiding over the ceremony.

The expectation was that the building would consolidate all AFCEE functions under one roof. However, because the center was growing at such a rapid pace, it had outgrown the facility before it even opened its doors, said Dave Duncan, AFCEE senior architect.

“By the time the building was ready to be moved into, not everybody fit,” Mr. Duncan said. “The design group and others stayed in trailers for years. One time, Mr. Erickson (former AFCEE director) wanted everyone to come up with a theme for AFCEE. The prize was that you could park in his reserved parking spot (at Bldg. 532) for a month. We (the design group) thought it was pretty funny considering how far we were (from Bldg. 532).”

In 2005, the Base Realignment and Closure Commission placed Brooks on its list of installations to be closed, forcing AFCEE to find a new home. Building 171 at the former Kelly AFB, now Port San Antonio, was chosen as the new site for AFCEE’s headquarters.

Exterior and interior improvements have been ongoing to outfit the almost 70-year-old building for its new purpose, with special efforts being made to make it more energy efficient and sustainable, said Wayne Reber, AFCEE’s built infrastructure branch chief.

AFCEE employees began moving into the 452,000 square-foot facility in late 2009, inhabiting two bays out of the eight that comprise the facility. Contingency construction was the last AFCEE division to transfer, completing the move in November 2010. The Small Business Division, no longer aligned under AFCEE and now part of the 772nd Enterprise Sourcing System, moved to the building in December 2010. The facility will ultimately house almost 3,000 employees across 13 Air Force agencies, including AFCEE. □

Directors of AFCEE



J.B. Cole

July 1991—December 1993



Col. Thomas W. Gorges

December 1993—May 1995*



Gary M. Erickson, P.E.

March 1996—July 2003



Paul Parker

July 2003—November 2007



Dennis Firman

November 2007—October 2010



Terry G. Edwards

October 2010—Present

*Anthony Zugay and Col. Michael McPherson served as interim directors from May 1995 until March 1996.



The following pages honor some of AFCEE's "Originals," those people who joined the organization in 1991 or 1992, during its first months of formation.

JOHN CLEGG

John Clegg was the second military officer assigned to AFCEE, behind Col. Joseph Saenz, and was involved in AFCEE's startup.

Mr. Clegg, a lieutenant colonel at the time, had a background in both civil and bioenvironmental engineering and came to AFCEE as part of the Human Systems Division/Installation Restoration Program Office which was located at Brooks AFB, Texas.

He prepared the technical requirements and developed parts of the acquisition strategy plans for the first environmental investigation and remediation

contracts, about \$1.2 billion in contract capacity, he said. A total of 125 professional employees were hired by Mr. Clegg for AFCEE's environmental programs.

Following his retirement from active-duty service in the fall of 1992, Mr. Clegg has worked for several large engineering and construction companies, the State of Texas Environmental Commission as an RCRA program manager, and for the last 10 years as an advisory and assistance contractor for AFCEE.

CARMEN DE LUNA

Carmen De Luna, a procurement technician in the 772nd Enterprise Sourcing Squadron, came to AFCEE after serving as a procurement clerk at Kelly AFB, Texas.

She said one of the biggest changes she has noticed in her time at AFCEE has been the tremendous growth of the organization, both in size and mission.

"When I came to AFCEE in 1992, the organization was small, so small that I quickly learned the names

of every AFCEE employee," she said. "At the end-of-year picnics, Thanksgiving and Christmas parties, we all knew each other. It was just one big, happy family."

She said she has been lucky to have great supervisors who greatly influenced her own career.

"I appreciate my job and the people I work for and work with," Ms. De Luna said. "I take great pride in what I do and always go the extra mile to help my coworkers."



DAVE DUNCAN

As an architect, Dave Duncan describes himself as being a "very confused" project manager in the medical division during his first three

months at AFCEE. He felt much more at home upon transferring into the Air Force Design Group, for which he was one of the charter members.

Mr. Duncan and Sandra Warner, Air Force interior design subject matter expert, are the only two members of the original Design Group still at AFCEE.

Mr. Duncan inherited the Air Force Design Awards program when it was transferred to AFCEE from Air Staff, and has been managing the program ever since.

Each year, a poster is designed to commemorate the Air Force Design Award winners. While in Bldg. 532 at Brooks, he was once told that he could not retire until his posters went to the end of the wall. He laughed as he looked over at the length of the wall in Bldg. 171, and said, "Based on that theory, now I'll never retire."



ROSSZELLA GREER

AFCEE's strategic and business planning guru, Rosszella Greer, initially joined AFCEE as a secretary for the Environmental Services Directorate, working for

Lt. Col. Gary Baumgartel.

She continued moving up in the secretarial field, eventually serving as secretary for the director himself.

Her organizational and planning skills, and her breadth of knowledge regarding the agency itself, soon beckoned her into the strategic and business planning position she currently holds.

She has served on the Delivery Order Improvement Team, which received a quality award, and has also assisted in organizing and planning several civil engineering leadership meetings and conferences.

"The work has been diverse, but along the lines of what I enjoy," she said. "I've been able to meet a lot of people and been exposed to a lot of different projects."



GLORIA HOLGUIN

Gloria Holguin joined AFCEE on Oct. 7, 1991. She first served as a secretary for Lt. Col. Gary P. Baumgartel in the Environmental Services Directorate.

"It was fun, but challenging, to start an organization from the ground up," she said. "There was a lot of face-to-face interaction. We didn't even have letterhead or supplies at that time."

Her next position was a move to the Mission Support directorate, working for Pat Kramer. The directorate

has changed names several times, but she has been in this position ever since, currently serving as a budget analyst in the Chief Financial Office, which became its own division apart from Operations Support in 2010.

She appreciates support she has had from various supervisors over the years, including Dr. Louise Lueb who she describes as a "mentor" who encouraged her to get her degree. She said her current supervisor, Debra Durnell, has been her supervisor the longest.

"She has had the biggest influence," she said. "She has the ability to make you strive to do your best so that your work stands out. She has that effect on the whole team."



BILL KIVELA

Originally from California, Bill Kivela joined AFCEE in March 1992 as a military construction project manager, having previously served as

the chief of Construction Management at Vandenberg AFB, Calif.

He later moved to the Environmental Quality Directorate to serve as the Air Force Environmental Management Information System program manager.

Mr. Kivela left AFCEE in January 2005 to accept a position as the chief of Site Support at Schriever AFB, Colo., but returned in 2010 when offered the chance to stand up an AFCEE office in Colorado Springs, and serve once again as an environmental project manager for AFCEE in Colorado.

In addition to his technical and management skills, he has also been known across the agency for his creative side and the development and production of several humorous video skits shown during AFCEE social events.

He said he enjoyed being involved in the agency's startup, and appreciated the opportunities it presented to make a difference for the entire Air Force.

"Mr. Cole had challenged us to make AFCEE the service center of choice and do whatever it takes," he

said. "If you came up with a great idea and pitched it, 90 percent of the time they'd say, 'Make it so.' You were empowered to make it happen and the whole Air Force could benefit from your idea."

One of his most memorable moments at AFCEE occurred while serving as the AF-EMIS program manager, when he was awarded the 2000 White House Closing the Circle Award in the individual challenge category. The award recognized his "outstanding leadership in pollution prevention, and



BOB LESTER

One of AFCEE's "originals," Bob Lester, community planner and program manager for the Air Installation Compatible Use Zone, retired in late 2010.

"J.B. Cole (AFCEE's first director) was my boss in Dallas," Mr. Lester said. "We started working on what we wanted this organization to be, where we would live, and what our functions would be. I used to carpool with him, which was probably part of why I was picked to help set things up for AFCEE."

Following AFCEE's stand-up and his transfer from the Dallas Air Force Regional Civil Engineer office

in implementing the pollution prevention provisions of Executive Order 12856."

He said that the caliber of personnel at AFCEE make it a rewarding environment in which to work.

"AFCEE has such a breadth of expertise," he said. "Typically at AFCEE, the Air Force expert on a particular topic is just down the hallway. You get high-level expertise instantly, and that is really, really rewarding."

to San Antonio, he continued to work in military construction design and management, managing projects for the Air Force Space, Air Mobility and Communications Commands until 1996, when he began managing the AICUZ and environmental noise program.

Mr. Lester has several memorable moments from his tenure at AFCEE, ranging from supporting the 2005 Base Realignment and Closure process through air analyses to testifying as an expert witness for the Air Force. However, he said it is the individuals he has worked with over the years that he will remember most.

"It's been a really good experience," he said. "I've worked with a lot of great people."



RANDY LIERLY

When the Tulsa District Corp of Engineers reorganized in 1992, some employees started looking for "greener pastures." One of these employees was

architect Randy Lierly who joined AFCEE in July of that year.

Mr. Lierly began his career at AFCEE in the directorate of Construction Management, serving as a project manager for military construction. He then made the move into the Design Group, where he worked for several years as a staff architect. Since then, he moved into the area of Installation Support where he served as project manager. The division's

name has subsequently been changed to Capital Investment Execution.

One of the most memorable experiences he has had while at AFCEE has been working on the Assistance Team Program while in the Design Group, he said.

"They'd put a call out for design and planning issues to look into at the bases," Mr. Lierly said. "Three to five team leads would go to the base and do an intense study for a week and come up with a concept. We'd pull all-nighters, kind of like crunch time before finals. It was challenging, but very rewarding."

Mr. Lierly said he enjoyed the fact that AFCEE employees were known for "thinking outside the box" and being the "mavericks." He also has enjoyed the opportunities to take the lead on several facility design guides that are now Air Force standards, including working on the first guide for incorporating sustainable design across the Air Force.



THOMAS MANNING

Thomas Manning, chief of AFCEE's Regional Environmental Office in Dallas, was part of the former Air Force Regional Civil Engineer office there which realigned under

AFCEE at the agency's startup.

He has worked in many positions while at the Dallas office, including community planner, regional environmental officer, acting regional manager, technical associate and now REO chief.

He said he is very pleased with the accomplishments of the agency over the years, particularly in regard to the reduction in open enforcement actions.



WILLIAM A. MORITZ

Before AFCEE, William Moritz was a project manager with the former Air Force Regional Civil Engineer-Central Region, located in downtown Dallas. AFRCE-CR was

one of the organizations chosen to become part of AFCEE and Mr. Moritz opted to relocate to Brooks AFB to join the new agency.

Mr. Moritz said a lot of planning went into the move from Dallas to Brooks AFB.

"The challenge was to relocate the people, files, equipment and furniture without impact to the mission," he said. "It was quite interesting to see the Dallas office practically void of furniture and people working out of boxes during the last days of the AFRCE. Overall, I believe we were successful in making a smooth transition."

He said he has come full circle in his career at AFCEE. He started as a program manager in the Construction Management division, managing the design and construction of military construction projects for Air Force Reserve Command throughout

"There has been an overall reduction of open enforcement actions from the 260s to what the number is today (under 40)," Mr. Manning said.

He is also pleased with accomplishments in the area of Oklahoma law.

"We were able to rewrite the language in Oklahoma law that deals with AICUZ (Air Installation Compatible Use Zone) studies and land use around Oklahoma installations," he said.

He believes that a lot of AFCEE's strength comes from its flexibility and diversity.

"Being a field operating agency, we have to be more flexible to take on the current needs of the Air Force and the Civil Engineer, whatever those (needs) may be," he said. "The variety of its mission provides opportunities for many different types of professionals of different backgrounds and skills and provides so many people the opportunity to excel."

the continental United States. When leadership gave the MILCON management function to the respective commands in 1996, Mr. Moritz said he chose to move to the environmental side of AFCEE: the Environmental Quality Directorate. AFCEE underwent a major reorganization in 2004, leading him to move into the Worldwide Directorate where he managed environmental and sustainment, restoration and modernization projects for Misawa, Yokota and Kadena Air Bases in Japan. When the Air Force transformation of 2007 brought the MILCON management function back to AFCEE, he was once again assigned to managing the design and construction of MILCON projects.

The dynamic environment makes AFCEE stand out from other organizations, he said.

"AFCEE is not a static organization," he said. "It transforms to adjust to the Air Force requirements, expanding and improving on its business lines."

Mr. Moritz said his career has been impacted by many things.

"My career was influenced by a combination of peers, supervisors and events," he said. "Various people had tremendous drive, insight and guidance. The importance is to learn from others and apply it."



SCOTT NEWQUIST

Before joining AFCEE, Nebraskan Scott Newquist was working for headquarters Strategic Air Command in Operations and Maintenance at Offutt

AFB, Neb., until it closed its doors as part of a reorganization.

Like many at AFCEE, Mr. Newquist has worked on both sides of the AFCEE house, first serving as a project manager in military construction. In 1997, with AFCEE's reduction in MILCON work, he transferred

into the environmental arena. The MILCON mission expansion in 2007 led him back to his MILCON roots.

The opportunity to travel was one of the most appealing aspects about the position when he first joined, but it is no longer at the top of his favorites list, he said.

Mr. Newquist said he has made a lot of great friends over the years and has watched "thousands come and go." He is amazed by how much the agency has grown since its early days.

"AFCEE has taken on a lot of different roles – environmental cleanup, construction management," he said. "It's so big now, half the people I don't even know."



CHARLES PRINGLE

Charles Pringle came on board at AFCEE in May 1992, leaving a position as chief of Programming/Environmental Branch at the Base Civil

Engineering Squadron at former Bergstrom AFB, Texas.

While at AFCEE, he served in the environmental realm until October 2004 when he left for three years to serve as the chief of Military Family Housing and Housing Privatization at the headquarters Air Education and Training Command. He returned to AFCEE in 2007 to serve as a design manager/construction manager for military construction projects at Columbus AFB, Miss.; Randolph AFB, Texas; and Sheppard AFB, Texas.

He said he is most pleased with AFCEE's environmental remediation progress.

"AFCEE environmental remediation folks cleared and remediated a very large number of Air Force base sites originally based on very undeveloped technologies and processes," he said. "AFCEE

developed a number of technologies for remediation, and also developed a number of processes in cooperation with the Environmental Protection Agency and state environmental organizations to remediate sites effectively and efficiently in reasonable time frames."

One of the things he has appreciated most about working for the organization is the respect given to employees.

"AFCEE folks were pretty much allowed the autonomy to make essential project decisions like true professionals with very little hindrance," he said.

He said he has also been impressed with the career flexibility at the agency.

"AFCEE has transformed a plethora of former civil engineering career field folks and former non-environmental remediation scientists into very effective, efficient and capable MILCON project design managers and construction managers and environmental remediation professionals."

There are several people that have influenced him over the years. He said he would particularly like to give credit to Cesar Silva, Diana Sharp, Lemoyne Blackshear, Joy Lozano, Richard Fry and Joe Hockaday for their support.

BRENDA PUTNAM

As AFCEE's original personnel liaison, training manager and manpower analyst, Brenda Putnam has seen many people progress through their careers at the agency.

"We've managed a growth in staffing from 157 to almost 500," Ms. Putnam said. "We've been through many reorganizations, managed a legacy BRAC (Base Realignment and Closure) drawdown of over 140 authorizations to 23 funded authorizations and never had a reduction in force."

SUZANNE (SUZY) SCHULMAN

Suzanne (Suzy) Schulman, currently a federal project director at the National Nuclear Security Administration, had just completed the Palace Acquire Program when she was asked if she would be interested in a "new, innovative career field in environmental management" at AFCEE in early 1992.

She joined the new office of Pollution Prevention, which was head by Tom Russell at that time, and later Lt. Col. Patrick Fink. She said she worked with the "intense" Capt. Tim Green, Bassim Shabaro, Nancy Carper, Bill and Karen Kivela and Vicki Preacher, the team that initially developed the program.

She said her career experiences since then have proven just how innovative the program was.

"Having since worked for the National Park Service, Department of Energy National Nuclear Security Administration, and Environmental Protection

When she joined in April 1992, she was the sole personnel liaison. The office has since added four additional members.

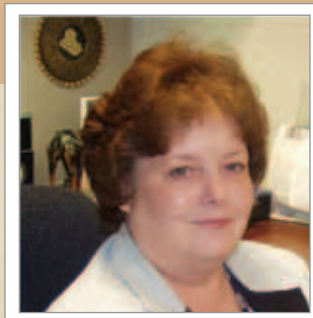
She said she believes AFCEE's success is rooted in its flexibility.

"AFCEE is constantly evolving," she said. "People here are extremely flexible and readily accepting of change. We've grown from an organization meant to put itself out of business within five years, to a 'Center of Excellence' – here to stay."

Agency, I see this program was way ahead of its time," Ms. Schulman said. "We created PRO-ACT, taught pollution prevention (P2) opportunity assessments around the world, managed the ECAMP program for the Air Force, developed and managed P2 contracts for bases worldwide, and hosted the first worldwide pollution prevention conference (later called the Tri-Service Pollution Prevention Conference), among other things I fail to remember."

She said the work during that time was intense.

"I do remember never working so hard, so long and so often in my career," she said. "Nonetheless, I traveled the world doing innovative things with a cadre of the best folks I have ever worked with in my career. It has been a great organization to be associated with and I am more aware now what an incredible opportunity and career boost working for AFCEE was."



GAYE SCHWARM

Prior to AFCEE, Gaye Schwarm had been working in Japan where her husband was stationed. She was on priority placement when they

moved to San Antonio.

Now AFCEE's deputy secretary, Ms. Schwarm has held nine different jobs during her tenure at AFCEE. In addition to her secretarial assignments, she has

also been involved in computer systems support, and data and web management.

She said she has enjoyed being part of the team at AFCEE.

"I have many fond memories," she said. "AFCEE has a family-team environment. We work hard and also play hard. The social events, like the Chili Cook-off, were always a blast."

Ms. Schwarm is particularly proud of an award AFCEE received in 2001.

"AFCEE was selected as the Five Star Air Force Award winner for their website," she said. "As the Webmaster during the time of the award, I was very proud of the accomplishment."

More recently, she has enjoyed serving as the protocol officer for the organization.

She said the people are resoundingly her favorite part of the organization.

"The people who work at AFCEE are focused on their job and are very professional," she said. "I have made lifelong friends at AFCEE. I've watched my coworkers go from parents to grandparents!"

Three people deserve credit for having the biggest influence on her career.



THOMAS SIMS

Thomas Sims was the director of the Air Force Regional Environmental Office—Eastern Region when the office was transferred to AFCEE

at the time of its standup. Prior to this, he had been chief of the Environmental Planning Division for the Air Force Regional Civil Engineer—Eastern Region from October 1980 to September 1990,



VIRGINIA SINGLETON

Budget analyst Virginia Singleton started her AFCEE career in the secretarial field, serving as a division secretary before being promoted to

director secretary.

She laughed when she recalled the AFCEE "trailers," which were home to the organization during its early years.

"I was told that AFCEE was working out of trailers," she said. "When I went over there (to Brooks AFB), they were building a new civil engineering building and there was this little bitty trailer next to it which I thought was it. I saw that

"Kathy Rice was the chief while I was working at MSC. She was the one who gave me the opportunity to expand in computer systems and take on different roles," she said. "Linda Peters taught me how to do things the right way. I learned a lot from her. Christine O'Brien pushed me to finish my degree. She told me I needed to do it and made it possible for me to get my bachelor's degree. Because of her I now have a degree in management and there are many more doors open for me."

when the regional offices were separated from the AFRCEs and placed under Air Staff.

During his tenure at AFCEE, he has taken pride in several accomplishments for the organization. He has helped develop and implement structured partnering in support of Installation Restoration Program execution and state legislative and regulatory review and analysis as a standard Regional Environmental Office process.

trailer and thought, 'What did I get myself into?' I didn't realize it was really the construction trailer and that the AFCEE trailers were really like buildings."

She credits two individuals at AFCEE, Darryl Campbell and Walt Epply, for encouraging her to earn her degree and transfer into the financial career field, and is thankful to the organization for allowing her the opportunity.

"I have been very privileged to have had the opportunity to grow in my career," she said. "There are not many places where you can do that."

She said she has really enjoyed the people she has worked with over the years, and that it has been a little sad to "see so many people come and go."

"It's hard to believe that I've been here for almost 20 years," she said. "Time sure has flown by. I guess it's true...time flies when you're having fun!"



RALPH "RICK" SINKFIELD

The architecture subject matter expert for the Air Force is another AFCEE original. Ralph "Rick" Sinkfield joined AFCEE in September

1992, leaving a position as chief of the Facility Design/Project Management Branch at the Air Force Services Agency.

While at AFCEE, Mr. Sinkfield has served in the Design Group Division of the Design and Construction Directorate, as well as in the Reserve Division of the Construction Management Directorate. He has been responsible for formulating design policy, defining design standards and developing design principles, managing architect-engineer contracts, leading design assistance teams, facilitating architectural workshops and establishing design processes.



BARBARA SMITH- TOWNSEND

AFCEE's resident source selection expert and vanpool guru, Barbara Smith-Townsend, has been with the agency since its

inception, originally working for the Human Systems Division. Initially she served as a restoration project manager, but her technical and communication skills led her to begin assisting with source selections, a process by which contractors are selected through competitive negotiations.

"I discovered I had a talent for translating the needs of scientists and engineers into language that the contracting community can understand," she said.

A geologist by education and experience, and an avid master gardener, Ms. Smith-Townsend is particularly proud of her accomplishments that have directly impacted the environment. One of the achievements she is most proud of is her management of the vanpool project in Bldg. 171, a service provided

Two past supervisors, C. Darryl Campbell and Don Ritenour stand out in his mind.

"Mr. Campbell and Mr. Ritenour were leaders and not just managers," he said. "They took time to work with, not just manage, people. They were real mentors."

He said that kind of attitude has been prevalent across AFCEE leadership.

"Leaders took time to inform and create a culture of an open, academic, knowledge-based organization; an atmosphere that promotes excellence, recognition from outside and professionalism inside," he said. "Also, outside-the-box thinking in contracting and superior IT (information technology) tools and support are key to leading-edge productivity."

He said social activities have been crucial in developing the team spirit at the agency as well.

"UAC (Unit Activities Council) activities, such as picnics and fundraisers, bring people together which is impossible while just working the mission," Mr. Sinkfield said.

by VIA Metropolitan Transit that encourages individuals to carpool with co-workers in VIA-supplied vans to reduce gasoline costs and vehicle emissions.

"Of all of the things I have accomplished, I see this as one of the most significant," she said. "This program has a very real impact on the environment, both in conserving energy and minimizing greenhouse gases."

She said one of the things she found most enjoyable during her time with the organization was time spent beautifying the grounds surrounding the original AFCEE trailers at Brooks AFB.

"We had a water garden when we were at the temporary buildings," she said. "There was a large pot with Canna lilies and goldfish, and we planted flowers around the trees in the break area. There were a lot of people who really appreciated what we did."

Ms. Smith-Townsend prides herself on being the person who is "not afraid to ask the tough questions," and said she sees herself as a pioneer in this area of the Air Force, helping pave the way for other women who have followed.



RANDY TARBELL

Environmental engineer Randy Tarbell was one of the people that transferred to Brooks AFB, Texas, when the Air Force Regional Civil

Engineer office in Dallas converted into AFCEE in October 1991.

He said he has enjoyed working with the professional, dedicated personnel at AFCEE, and is proud of his accomplishments in resolving compliance issues and reducing the number of enforcement actions received at the Air Force bases in his assigned states and regions.

The construction work AFCEE has managed in Iraq stands out as one of the agency's biggest success stories, he said.

JOE URRUTIA

Project manager Joe Urrutia had been working as a chemist at the Waste Water Treatment Plant Laboratory at Kelly AFB, Texas, when he was hired at AFCEE in February 1992.

He said he has enjoyed the responsibility of "monitoring multi-million dollar contracts" for the Air Force.

During his time with the agency, he said he has become continually more focused on his customers and their requirements.

"I'm dedicated to working with my customers' needs to accomplish their project goals and the Air Force mission," he said. □





RICH PERRY: The Man Behind the AFCEE Shield

By Jennifer Schneider
Public Affairs

The man behind the design and development of the Air Force

Center for Engineering and the Environment's shield, an organizational symbol since 1994, is Rich Perry, who has been with the organization since its inception and currently serves as its multimedia manager.

Mr. Perry came to AFCEE from the Air Force Regional Civil Engineer-Ballistic Missile Support office at Norton AFB, Calif., where he had assisted with architectural drawings and presentation requirements.

When AFRCE-BMS was selected for closure under the Base Realignment and Closure Commission, J.B. Cole, AFCEE's first director, selected Mr. Perry to work for the new agency.

"I remember when I went to Norton," Mr. Cole said. "I interviewed the people that were available and they asked if I wanted anyone. I said Rich Perry. And he's been critical to telling the AFCEE story since the agency started."

Mr. Perry said he was unsure at the time about taking the step to move across the country and join AFCEE.

"I was leaving everything behind," he said. "My family, my friends, my wheelchair basketball team, my teaching at the church -- I had to leave my entire life to come here. At first it was tough because I was a wheelchair person, with no family here in town."

Mr. Perry said a bit of irony was confirmation that it was a good move for him.

"I had two locator services looking for an apartment for me," he said. "They found maybe 25 to 30 apartments that might work. I came to San Antonio for four days to look for a place. The first three days, I was just not finding anything. Some were handicap accessible, but not wheelchair accessible. On the fourth day, I had two stops. The first was a small, single-person apartment. I went to check the other,

and, by the time I came back to the first, somebody else had already been there to try to rent it."

Luckily, Mr. Perry said the person at the complex had reserved the apartment for him, and mentioned that she thought he would enjoy the couple that lived upstairs, since the husband worked for the Air Force like Mr. Perry. Two months later, Mr. Perry completed the move to San Antonio and started working for his new boss, Pat Kramer, who had just joined AFCEE from the Pentagon.

Mr. Perry said he was moving some boxes to his patio when he noticed the familiar face of Mr. Kramer outside his patio, who happened to reside in the apartment right above him, Mr. Perry said.

"At that time in the 90s, there were over 960 apartment complexes that you could look at in San Antonio, from what they told me," Mr. Perry said. "There were 988 apartments just in this complex and my very first boss lived right up there above me. That's how uniquely God had worked in my life -- to kind of give me an 'It's okay to be here.'"

When leadership was looking into potential designs for a shield for the organization, Mr. Perry volunteered. Mr. Perry's design was approved by the Air Force Historical Research Agency on June 15, 1994.

The colors and symbols in the shield are symbolic of AFCEE's mission, Mr. Perry said.

Ultramarine blue and Air Force yellow are the Air Force colors. Blue alludes to the sky, the primary theater of Air Force operations, while yellow refers to the sun and the excellence required of all Air Force personnel. The compass represents the unit's design and construction functions. The eagle is the national symbol and reflects the Center's mission to keep protecting the environment. The wreath of laurel symbolizes the Center's personnel and their commitment to excellence in their work.

The shield underwent a slight modification, keeping only the acronym, when the organization's name changed to the Air Force Center for Engineering and the Environment in 2007. □

New runway part of \$700 million Afghanistan construction effort

By Capt. Joseph A. Diciolla
Air Force Center for Engineering and the Environment

The Air Force reached a significant milestone in its construction history earlier this year with the opening of Runway 01/19, the new 11,500-foot runway at Camp Bastion, Afghanistan.

It was the first runway built by Air Force contractors and military construction management in more than 50 years. The last airfield was Tuy Hoa Air Base, Vietnam, in 1966.

Although this was a major development, it was only part of the first phase of a more than \$700 million airfield construction program being managed by the Air Force Center for Engineering and the Environment taking place at the Helmand Province coalition base located in a remote desert area outside of the city of Lashkar Gah.

Camp Bastion, established by the United Kingdom in 2006, is collocated with Camp Leatherneck and Forward Operating Base Tombstone. Additionally, Afghan National Army base Shorbak is co-located with FOB Tombstone. Together these bases make up Joint Operating Base Bastion/Leatherneck/Tombstone, or BLT, a strategic and tactical hub for coalition forces in the fight to stabilize the volatile southern region of Afghanistan.

The construction program at BLT is being executed by a small onsite AFCEE project management team: Officer in Charge and Program Manager Maj. Bradley Johnson who is deployed from headquarters Air Force, Camp Leatherneck Program Manager Capt. Jimmy Melvin who is deployed from AFCEE's Housing Privatization Division, and AFCEE support contractors Jack Hamm, Harry Labadorf, Henry Sim and Andrew Barboza.

"AFCEE is tasked to execute the entire military construction program at BLT to transform the joint operating base into one that can support an end state of more than 20,000 coalition members," said Col. Terry Watkins, AFCEE's Contingency Construction Division chief.

Phase one BLT construction was more than \$185 million and included construction of a runway, strategic airlift and rotary wing aprons. These projects were awarded in April 2009 with the strategic ramp completed

in July 2010, rotary wing apron completed in January 2011 and, the strategic ramp expansion completed in April 2011. Runway 01/19 was commissioned Feb. 10; four months ahead of schedule.

When fully constructed, the Camp Bastion airfield will project significant combat power by providing close air support; information, surveillance and reconnaissance capabilities; emergency medical evacuation and strategic airlift for U.S. and coalition personnel operating in the Helmand Province region.

Construction phases two, three and four also are currently underway at the Afghanistan base.

Phase two includes building five projects a total of more than \$72 million: rotary wing apron phase two, Marine aviation maintenance hangers, fuel operations and storage and a close air support apron.

Phase three includes constructing an expansion to the strategic airlift apron, a secure reception staging and onward integration facility, and a cargo handling area. These phase three projects are expected to be complete in September at a cost of \$27 million.

Phase four includes building a CAS apron expansion, ISR apron, an aviation operations and maintenance facility and expeditionary fighter shelters. These projects are expected to be complete in August at a cost of \$33.4 million.

Finally, a \$37.4 million parallel taxiway and refueler apron, and \$12 million dollar rotary wing phase three parking ramp were recently awarded. These projects will conclude the Camp Bastion airfield construction program.

In addition to the airfield work at Camp Bastion, over \$180 million in infrastructure, operations and other projects are underway at Camp Leatherneck.

The Marine Corps has the largest presence at BLT with the 2d Marine Air Wing on Camp Bastion and the 2d Marine Expeditionary Force on Camp Leatherneck. Additionally, there are a number of other coalition forces on Camp Bastion including Estonian, Danish, Tongan and Afghan militaries.

"It makes me proud to represent AFCEE in overseeing the construction supporting the U.S. Marine Corps and our coalition partners," Captain Melvin said.

"AFCEE has worked with the Marine expeditionary force to do an incredible amount of construction on

Camp Leatherneck over the past several years,” Captain Melvin added.

“Not only is the BLT construction program an impressive undertaking in its own right, the construction is supporting a key element of counterinsurgency operations in the region,” said Colonel Watkins.

AFCEE is supporting this initiative by incorporating local Afghan labor when possible in the form of skilled and unskilled tradesmen, he added.

“Construction efforts such as these deepen the Afghan-NATO forces partnership while promoting the strategic goals set by the International Security Assistance Force commander to combat the insurgency,” said Colonel Watkins.

“From a counterinsurgency perspective, the additional host nation labor support not only provides an economic

boost for local Afghans, it also removes an atmosphere of isolation between coalition military bases and surrounding villages, building trust and reducing the probability for potential insurgent activities,” he added.

“Interacting with the population is a key part of the AFCEE construction model which directly contributes to the counterinsurgency mission,” the colonel said.

“The more we come to understand each other and work together, the faster we can transition control back to the Afghan people,” Major Johnson said.

AFCEE officials expect to begin managing more Afghan National Security Forces projects soon in nearby areas in Southern Afghanistan and will continue the MILCON build-out at BLT through 2013. □

AFCEE redefines the gateway to the Air Force

By Robert Ginsberg
AFCEE Capital Investment Execution

Engineers at the Air Force Center for Engineering and the Environment are preparing to build an inprocessing and information center for Air Force recruits and their families. AFCEE officials say that the construction of the facility is significant to both the agency and the Air Force, due to its robust depiction of Air Force culture.

“This project is of high importance to AFCEE as we recognize the foundational impact the structure will have for the Air Force,” said AFCEE Capital Investment Execution branch chief Ben Kindt. “The building will be the first thing that Air Force recruits and their families see before embarking on basic training, the gateway to the Air Force.”

The \$21.8 million facility will serve as the primary inprocessing and information center for all Air Force recruits entering basic military training and will support approximately 40 military and civilian employees. Some features include modernized information stations, a multi-story glass atrium and an outdoor auditorium that seats 3,000 to support BMT graduation week activities. The outdoor auditorium will be the primary location for coin

and retreat ceremonies where trainees are presented the Air Force Airman’s Coin signifying that they have earned the right to be called “Airman.”

The focal point of the 70,000 square foot facility is the front entrance, often referred to as “the gateway to the Air Force.” Air Force recruits will be immersed in Air Force tradition from the moment they arrive. Six pillars will line the front walkway featuring engravings that detail the Air Force’s core values: “integrity first, service before self and excellence in all we do,” and operational domains: “air, space and cyberspace.”

This design build effort will also be executed in accordance with Leadership in Energy and Environmental Design requirements and is LEED silver-certifiable. LEED is an internationally recognized approach to the design, construction, and operation of “green” buildings.

“We are very pleased to have the opportunity to design and construct the new Inprocessing and Information Center for the Air Force and are committed to utilizing sustainable and green materials to do the job,” said AFCEE project manager Joseph Fox.

The award date for this construction contract is scheduled for Aug. 15, 2011. □

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The Air Force Center for Engineering and the Environment completed its physical move to Building 171 at Port San Antonio in November 2010. Employees relocated to the new facility as a result of the Base Realignment and Closure decision to close Brooks AFB, Texas. See related story on page 22.